



## The AEM-cube<sup>®</sup> derived S-curve Report - discovering optimal personal contribution to growth.

### What is the purpose of the Report?

The purpose of the report is to illustrate where it is in the S-curve process that a person (s) natural performance contribution is most likely to be optimal. With this self awareness – and the awareness of the natural contributions of others – the report can be used and to improve performance on any growth-curve, organisational or personal. Results are drawn from AEM-cube<sup>®</sup> results.

### What is the S-curve?

The 'S-curve' characterises a universal process that –unless interrupted or destroyed - is followed by **everything** that comes into being:-

**Creation → Development → Growth → Maturity/'Harvest' → End**

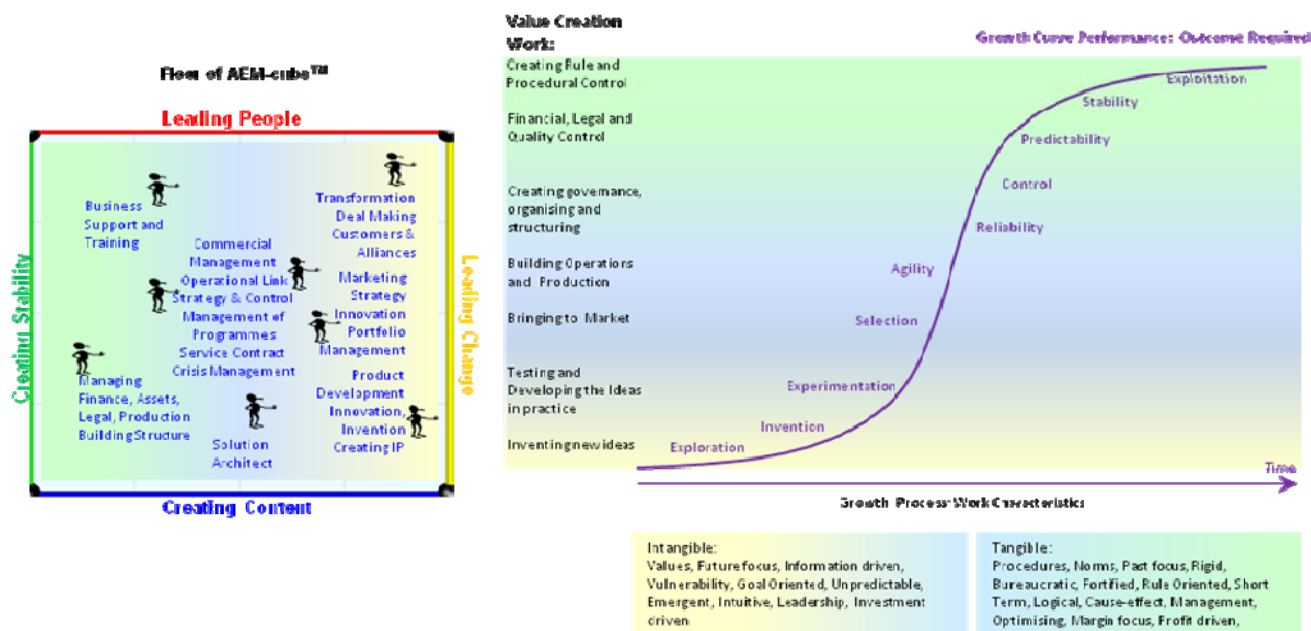
“Everything” really means “everything”. Your own life, or the life of a product like a mobile phone. The rise and fall of a bee colony, or that of a nation. It illustrates the growth and decline of organisations or of an economy, a market, a career, political power, an ecosystem, or the whole earth, or a relationship.

Something that grows, changes. Like a river, or time, an S-curve flows only in one direction - the horizontal axis, from left to right.

An 'S-curve' creates value - the vertical axis. That added value can be anything: financial gain for an investor, a harvest for a farmer, happiness for a child, the market share for a product, etc.

For every part of an S-curve there are typical, but different outcomes required. The report describes where a person's patterns of thinking, feeling and behaving most naturally contribute to any growth process, and how they can work with others to bring any growth process to fruition effectively.

Fig 1: Floor of AEM-cube® Mapped to S-curve (Organisational Context, for example)



## Performance and the S-curve

In a relay race, if one runner fails, or if communication fails between two runners, **performance** will not be achieved: to perform, we need many people. No one can run the race alone. Each part of the race has different requirements. Running the bend is different to running the straight; for **performance** the correct mix of different contributions to the race is needed – and each contribution is equally important.

So it is with any S-curve process: each subsequent part of the process is dependent on the preceding part, and communications between the two. For **performance**, we need many people. No one can do every part of the process alone. Each part of the process has different requirements. Developing ideas is different from achieving 'profit' from them; for **performance** the correct mix of different contributions to the process is needed – and each contribution is equally important.

To secure **performance** in a team or an organization, it is thus important to know the contribution that each team member will naturally make to the growth process; the chances for success become much higher - and far more manageable.

## S-curve: differing requirements for performance

In the life cycle of an S-curve the following shifts in performance emphasis can be observed:

- Invention grows into Predictability
- Novelty grows into Reliability
- Thinking about the future grows into thinking about the past
- Exploration grows into Exploitation
- Possibility Thinking grows into Stability Thinking
- Flexibility and Agility grow into Structure and Control
- Experimentation grows into Selection
- Accepting uncertainty grows into requesting predictability
- Letting Go grows into Keeping Control
- Starting things grows into Finishing things

Each of these shifts embody very many behavioural changes – no individual **can** make them all. Invention is really something very different from controlling finance. Whilst both roles are equally important, an inventor, for example, will NEVER become a bookkeeper - and should not be asked to be if **performance** is expected....

## What does the report tell people?

This S-curve report tells people where it is that they perceive that they contribute optimally to a process of growth, and in the case of an AEM-cube® feedback result, where others perceive them contributing.

For the practical purposes of the report, the S-curve has been divided into 8 partitions: gradations along an S-curve are, in reality, continuous and seamless.

Each respective partition describes characteristic behaviour that is likely to be seen to contribute to that partition. If people have both a self-image and feedback-image(s) in their AEM-cube® they may find their results appear in more than one S-Curve partition.

## Does this mean that people contribute only to that 'partition'?

No. For two reasons: Firstly - nature does not work in artificial partitions, but a continuous spectrum. Think of the report as a very good guide. They may see some overlap with neighbouring partitions. They may also see that the further away partitions are from that of their optimal contribution, the less likely it is that their contribution can be recognised there.

Secondly, though people's optimal zone of contribution is unchangeable – it is a part of their personality - everyone can do things they might not prefer to, or like to do. Responsible people will often do things against their liking: knowing where their optimal contribution is enables them to start finding practical and realistic ways to increase their happiness and performance.

## How do people bring knowledge about their optimal contribution to an S-curve into practice?

On reading the report they will become aware that to create results, they can rely on other people who contribute to earlier or later partitions in the S-curve. They will also become aware that if they try to do everything on their own, or if they only collaborate with people 'like' them, they might try to contribute to every part of the S-curve with their preference behaviour.

This is like someone, who optimally contributes in the early stages of an S-curve, trying to solve all problems by generating novel solutions - the result of such approach is that nothing ever will be finished: in reality what may be needed is that *existing* process should implemented and controlled. Or, conversely, someone who optimally contributes to the later stages of an S-curve trying to solve all problems by control – with the result that nothing will ever be invented or innovated: in reality what may be needed is *innovation*.

Acquiring knowledge about one's optimal contribution to the S-curve does NOT mean "change yourself", rather it means "build awareness". Once personally aware, one can work on becoming aware of other people's contributions to whatever growth-curve one is involved in. Awareness equals movement.

People can use this report derived from their AEM-cube<sup>®</sup> results, to improve performance on any growth-curve in their organisation or in their life by understanding how they can connect with others to **perform** effectively.